

CERM-SP  
Regulation  
No. 10-1-2

DEPARTMENT OF THE ARMY  
U.S. Army Corps of Engineers  
Washington, D.C. 20314-1000

ER 10-1-2

31 October 1999

Organization and Functions  
U.S. ARMY CORPS OF ENGINEERS  
DIVISION AND DISTRICT OFFICES

1. Purpose. This engineer regulation establishes policy and guidelines for the organization and functions of the division and district offices of the U.S. Army Corps of Engineers (USACE), a major command of the U.S. Army.
2. Applicability. This regulation is applicable to all USACE division and district offices. It takes precedence over all other USACE regulations, circulars, directives, letters, and operating procedures with respect to organization (i.e., structure and relationships) and functions.
3. Distribution. Approved for public release; distribution is unlimited.
4. References. ER 5-1-11, *Program and Project Management*.
5. Background. In 1998, the USACE Commander approved the adoption of the Regional Business Center concept Corps-wide. This concept means that a division headquarters office manages itself and all of its subordinate districts as a single business center, balancing the types and quantities of workload against resources throughout the division's areas of responsibility. Discussions regarding this concept were held at the August and November 1998 Board of Directors meetings, among HQUSACE staff during the summer of 1998, and at a September 1998 HQUSACE meeting of division commanders and the Deputy Commanding General. This regulation codifies the results of those deliberations.
6. General. The mission of the U.S. Army Corps of Engineers is to provide engineering products and services to military customers, civil customers, and other agencies consistent with law, policy, and regulation. This mission is accomplished by a core of planning, design, construction, operations, project management, and real estate functions and the enabling business support functions, integrated through the Program and Project Management Business Process (PMBP) as embodied in ER 5-1-11, *Program and Project Management*. Designation of essential functions and delineation of processes to execute these functions will be retained at HQUSACE to ensure consistent customer support across the Corps. Design of organizational structure is delegated to division commanders, consistent with the provisions of this regulation. The intent is to give subordinate commanders the flexibility necessary to meet customer needs, obtain efficiencies, adjust to resource constraints, and optimize good business practices. Inherent in this flexibility is the assumption of accountability by division and district commanders. Accountability will be customer-focused and performance-based using corporate management indicators structured to reflect customer survey results, corporate strategy, sound business

practices, and compliance with the directives of higher headquarters. The objective is mission excellence achieved through efficient, disciplined execution of standardized functions. The objective of this regulation is to allow organizational flexibility and to strengthen the integrative PMBP.

7. Roles, Structures, and Authority.

a. USACE divisions have the following primary roles:

- (1) Command and Control – Executive direction and management (including resource management) of subordinate districts.
- (2) Regional Interface – Coordination of issues which cross district boundaries and/or involve regional interests, higher headquarters, state agencies, and regional or higher headquarters of Federal agencies/foreign governments.
- (3) Program Management – Management, integration, development, execution oversight, and analysis of division-wide programs.
- (4) Quality Assurance – Oversight to ensure process and procedures are in place to produce safe, timely, reliable, and cost-effective products and services.

The structure of each division headquarters will consist of two offices headed by Senior Executives--one for program management and one for engineering and technical services. Subject only to this constraint and to the legal and/or regulatory restrictions on consolidations summarized in Appendix A, division commanders are delegated the authority to restructure individual functions within division headquarters offices.

b. USACE districts are the operating arms of divisions. All district headquarters offices will remain open. Each district will perform those elements of the following six functions that are appropriate to its own workload: 1) construction, 2) engineering, 3) operations, 4) planning, 5) program and project management, and 6) resource management.

c. Division commanders are also authorized to approve district restructuring in accordance with the following principles:

- (1) Improving service and responsiveness to the customer.
- (2) Providing more effective and efficient accomplishment of the mission.
- (3) Improving maintenance of critical expertise.
- (4) Improving quality of products and services.
- (5) Improving strategic alignment.
- (6) Improving teamwork and empowering cross-functional teams.

d. Division Regional Management Boards may recommend to their division commanders the consolidation (administrative combination of functions within a given geographic location where they are already being performed in distinct organizations) or regionalization (concentrating the geographic responsibilities for performing a function into fewer locations) of any functions not otherwise prohibited by the authorities referenced in Appendix A. Division commanders are delegated authority to approve or disapprove such recommendations from the Regional Management Boards. Division commanders planning to implement significant consolidations or regionalizations will advise the Commander, USACE, of these plans and the supporting rationale. Appendix B contains a suggested (not mandatory) format for documenting that supporting rationale.

e. Subject to the policies of individual division commanders, district commanders may establish area, resident, project, and regulatory field offices in the United States (50 states and territories) as appropriate. Establishment of area, resident, or project offices in foreign nations may be subject to additional requirements specific to each country.

f. All USACE commanders must follow Commercial Activities (CA) Program policies and procedures.

7. Assignment of Functions and Relationships.

a. HQUSACE retains the authority to define and assign functions to divisions and districts.

b. Several functional areas are governed by higher authority regulations which specify that the given function must "report to" or have "access to" the Commander, USACE. Within USACE, all functions report to the commander through the various corporate management forums to include corporate boards, program or project review boards, regional management boards, staff calls, etc. Similarly, all heads of functions have access to the commander on an individual basis when required, particularly when urgency or confidentiality is involved. The requirement to report to, or have access to, the commander does not necessarily require a rating by the commander. Rating chains will continue to be determined by functional relationships.


8. Accountability. Subordinate commanders are accountable for the performance of their organization. Performance will be measured based upon customer satisfaction, program execution, and compliance with the policies of higher headquarters. Accountability will be monitored and enforced on an ongoing basis, and specifically through the Command Management Review Process and the USACE organizational inspection programs.

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9. Important Considerations. In implementing this guidance, division commanders must continue to follow all existing laws and regulations from higher headquarters. In addition, all commanders are to evaluate all options with due regard to adverse impacts upon their personnel and career opportunities. The funding sources for all regionalized functions will not change. It is particularly important to maintain a clear distinction between executive direction and management functions and their funding, and project functions and their funding.

FOR THE COMMANDER:

2 Appendices  
APP A – Consolidation and Regionalization  
Guidance Summary  
APP B – Optional Format for Division  
and District Significant  
Restructuring Requests



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Major General, USA  
Chief of Staff

## APPENDIX A

CONSOLIDATION AND REGIONALIZATION GUIDANCE SUMMARY			
Functions		Consolidation	Regionalization
●	Program and Project Mgmt	X	X
	Planning	✓	✓
	Engineering (includes VE)	✓	✓
	Construction	✓	✓
	Operations (includes Readiness)	✓	✓
	Regulatory	✓	✓
	Real Estate	✓	✓
●	Contracting	X	✓
●	Resource Management	X	✓
●	Information Management	X	✓
	Human Resources	✓	✓
●	Counsel	X	✓
●	Logistics	X	✓
●	Equal Employment Opportunity	X	✓
●	Public Affairs	✓	✓
●	Internal Review	X	✓
●	Small Business	X	✓
●	Safety	X	✓
	Security	✓	✓
	History	✓	✓

### Legend:

- – “Report to/Access to” language in higher law, policy, regulations
- X – Prohibited
- ✓ – Allowed
- Regionalization – performing a function in fewer locations
- Consolidation – combining functions already in a single location

### Note:

- 1) Any consolidation of the **Real Estate function** needs to consider the impact of legal or regulatory restrictions on delegated authority.
- 2) Consolidating the **Human Resources function** at the district level could result in an adverse impact on broader staffing levels and, at best, would require additional reporting/explanation to HQDA.

**APPENDIX B**  
**OPTIONAL FORMAT**  
**FOR DIVISION AND DISTRICT**  
**SIGNIFICANT RESTRUCTURING REQUESTS**

- B-1. Background. State current condition(s) or problem(s) that cause the need for change.
- B-2. Current Organization. Submit an organizational diagram of the current organization, indicating organizational titles, position titles, grades, etc. Identify all pertinent organizational relationships in the diagram, including all sub-elements of all organizations involved.
- B-3. Current Staffing. Identify all authorized positions in the current organization(s), including vacancies, by job title, series, and grade.
- B-4. Proposed Organization. Submit an organizational diagram of the proposed organization showing organizational titles, position titles, and grades. Show pertinent organizational relationships by identifying all sub-elements of all organizations involved.
- B-5. Proposed Functional Statements. Submit concise proposed functional statements for all organizations involved.
- B-6. Proposed or Requested Staffing. Identify total proposed staffing of new organization(s), including currently authorized spaces and any additional spaces required, by job title, series, and grade.
- B-7. Manpower Justification. Provide full explanation of the basis for proposed staffing.
- B-8. Personnel Impact. Address the implications for current personnel and how you plan to deal with any adverse impacts on personnel or positions (e.g., changes in classification).
- B-9. Funding Impact and Cost Comparison. Show impact of proposed change(s) on the following as applicable: (a) total labor multiplier (TLM), (b) engineering and design (E&D) costs, (c) supervision and administration (S&A) costs, (d) general and administrative (G&A) costs, and (e) other pertinent costs. Present a brief comparison of current fiscal year costs and computed savings or additional costs that are a result of the proposed restructuring.

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